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SALINE COUNTY
SALARY ADMINISTRATION PROGRAM

INTRODUCTION AND PURPOSE *(Amended April 17, 2017 by Ordinance 2017-12 and December 17, 2018 by Ordinance 2018-38)*

The County has instituted a program of job evaluation and salary administration for all personnel included in the County's Job Evaluation and Salary Administration Program (JESAP) that will attract and retain qualified employees, reflect the relative value of jobs, be externally and internally consistent and fair, and provide the flexibility to reward employees on the basis of individual performance and contributions to achieve the County's mission and goals.

The principal aims of the salary administration program are as follows:

1. Equitable distribution of the salary dollars based on employee contribution to the County's results, with emphasis upon attainment of the performance standards for each position.
2. County's salary levels are competitive with external salary levels.
3. Provide a sound and continuing salary administration program which will aid in eliminating salary inequities, assist in the proper management of salaries, and provide means for relating performance to salaries plus employee performance evaluations.
4. Attract, develop, retain, and reward high quality employees at all levels of responsibility.
5. To recognize and reward performance, thereby motivating employees to perform in a manner which contributes positively to the County and to their individual achievement.
6. Comply with all applicable state and federal laws and regulations.

Having formulated Saline County's salary administration program, its ongoing success will depend upon how well it is administered by each person and entity that are accountable for effective salary administration. Equitable salary policies have been established and must be administered consistently throughout all the areas of Saline County's operations to assure receiving the greatest return from each salary dollar. Development and maintenance of the Salary Administration Program is the responsibility of the County's Human Resources (HR) Department and the County's Job Evaluation and Salary Administration Program (JESAP) Committee. The Human Resources department, Elected Officials and Department Heads are responsible for establishing new job titles, eliminating existing job titles when appropriate, and revising job descriptions when appropriate. The JESAP Committee is responsible for evaluating and monitoring all classification and reclassification actions initiated by the Elected Officials; recommending actions regarding them to the HR Committee.

The JESAP Committee is composed of five (5) elected officials as well as one (1) Quorum Court member. Two (2) of those elected officials shall be the County Judge and the Sheriff. The County Judge and Sheriff shall be permanent members on the Committee. The three (3) remaining elected officials shall rotate ever 1, 2, and 3 years. These members shall be selected by the County Judge

and approved by the Quorum Court. The Quorum Court member on the Committee shall be selected by the County Judge and approved by the Quorum Court. The Quorum Court member shall serve on the Committee until a replacement Quorum Court member is selected by the County Judge and approved by the Quorum Court. The JESAP Committee will meet monthly on the 3rd Monday of the month AT 4:00 PM unless cancelled by the HR department due to the lack of items to review. The Elected Official shall have all the information presented to the HR department at least five (5) days prior to the scheduled JESAP Committee meeting. This will allow the JESAP Committee to review and have ample time to call a HR Committee meeting and have business placed on the Finance Committee agenda as required.

DEFINITIONS

New Hire: an individual who is a newly hired Saline County employee or a current Saline County employee who is still within their ninety (90) day probationary period. (A part-time employee who has worked for the County in excess of 90 days is considered a New Hire for purposes of this policy)

Established County Employee: an individual who has been a full-time Saline County employee for more than ninety (90) days. (A part-time employee who has worked for the County in excess of 90 days is considered a New Hire for purposes of this policy)

Promotion: when an established county employee applies for and is hired or moved into a different or new position than the one that he or she is currently in.

Re-rated/Re-classified Positions: when an employee's current position receives additional duties, accountabilities, and/or the education or experience required by the position has changed since their previous review and rating to an extent that it affects the positions salary range/grade. No position will be brought up for re-analysis and re-evaluation more than once per year.

PAYMENT WITHIN THE RANGE

The goal of the salary administration program is to reach a point where all employees shall be paid at an equitable level within the prescribed salary range for their classification, with each position having a prescribed salary range/grade. No employee will receive a salary adjustment that causes the person's salary to fall above salary range. The purpose of a salary range is to fully compensate employees for proven performance as related to the performance standards and goals for a respective position. The range should be viewed as a continuum, stretching from acceptable performance at the bottom to superbly outstanding at the top, or maximum. Thus, common sense salary administration adjustments are required in administering salaries within the upper half (quartiles 3 and 4) of the range, based upon employee performance as related to standards and other aids used to assess performance.

HIRING RATE *(Amended May 15, 2017 by Ordinance 2017-19)*

In most cases, all newly hired full-time employees shall be hired at the minimum rate for their salary/grade range. The County will allow an individual new hire to be paid up to 90% of midpoint for the position's salary range if the person has additional experience, education, etc. that adds value to the position. In general, pay in excess of minimum will be supported by additional related

experience that exceeds the minimum required experience as noted in the position description. All rates of pay exceeding the 90% of midpoint must be approved by the JESAP Committee then forwarded to the HR Committee, Finance Committee and Quorum Court for approval.

In the Saline County Sheriff's Office only, if a newly hired full-time employee is certified by the Commission on Law Enforcement Standards and Training (CLEST) for meeting the minimum selection and training standards for admission to employment as a law enforcement officer in Arkansas as established by CLEST at the time of hiring, then that newly hired full-time employee may be hired at the rate that is being paid to established county employees who are in that position as long as the amount has been previously budgeted. (Ordinance 2017-19, May 15, 2017).

SALARY RANGE QUARTILES

The quartile principle of salary administration has proven to be an effective control in correlating performance and merit salary progression. The salary range is composed of four parts, representing levels of accomplishment.

Example:

Automatic Step Adjustments		Performance Based Adjustment	
Q1	Q 2	Q 3	Q 4
Minimum	Mid-Point		Maximum

A. First Quartile - for those whose performance is acceptable but not yet fully satisfactory. Usually these are new employees - new to a given job or to the County organization.

B. Second Quartile - up to and including the mid-point, should be used for compensating those whose performance is fully satisfactory and who are doing a good, completely adequate job, including meeting the respective standards of performance for the job's goals. This is considered the Going Rate for market for full productive employees.

C. Third Quartile - should be entered only when an individual's performance is clearly superior and significantly above that which would normally be expected; thus, the incumbent is exceeding the standards of performance for the job's goals.

D. Fourth Quartile - should be reserved for compensating outstanding performance, unusual and exceptional achievement, which includes those persons who are ready for promotion to a higher position due to qualifications and a sustained high level of performance in excess of the agreed upon performance standards.

SALARY ADJUSTMENTS

A. Types of Increases:
Annual merit increase, Market & equity adjustments, Promotional increase, and Rerated/reclassified position adjustments.

B. Merit Increase Eligibility:

1. Each year all full-time county employees will be evaluated based on their past year's performance using the County's performance appraisal form. See Attachment All appraisals must be completed and reviewed by the employee and his or her immediate supervisor. Once the evaluations have taken place, all original appraisal forms will be submitted into the HR Department by September 1 of each year.

2. After receiving the appraisal forms and the elected official's request for merit raises for eligible employees, the JESAP Committee will meet to review the requests with the elected officials. The JESAP Committee will then either approve or deny (due to incomplete appraisal forms or finding problems with the information on the form) the requests. Approved requests will then be submitted to HR Committee for review and if approved, requests will be sent to the Finance Committee and then to Quorum Court for consideration during budget period.

3. Recognizing that the merit allocation to an employee is based on a person's performance, the performance appraisal will assist the Elected Official/Department Head in determining the percentage merit an individual should receive. Merit pay adjustments approved by the Quorum Court will be allocated annually to deserving employees who have met the eligibility requirements based on their performance. Employees with less than one year of employment will receive a pro-rata share of the merit adjustment. Merit adjustments shall not cause an employee to exceed the maximum pay in their respective range.

C. Limit of Merit Increase:
The amount of merit increase in a given twelve-month period should not be more than five percent (5%) of the employee's base salary and/or a different percentage as directed by the Quorum Court. The exact amount of a merit increase should be determined by considering: (1) the organization components salary budget, (2) the incumbent's performance position within the salary range, (3) the general pattern of merit increases throughout the various County organizations. Any exception to this policy must be approved by the HR Committee.

D. Merit Increase Procedures and Approving Authority:

1. Elected Official/Department Head originates the merit increase request, including support documentation, e. g. performance appraisal data.
2. Elected Official/Department Head counsels with and reviews the merit

increase documentation with the County's HR Director as to:

a. Completeness of the information.
b. Availability of salary budget funds.
c. Relationship of the merit request as to current criteria and policies.

3. The JESAP Committee reviews the merit increase requests and will send observations and recommendations to the HR Committee. The HR Committee will forward decisions to the Finance Committee. The Finance Committee will forward its decision to the Quorum Court for approval.

4. H R Department processes the merit increase request as follows:
   a. Advises Elected Official/Department Head regarding the disposition of the request.
   b. Processes the payroll and other forms relating to the salary change.

5. If the Quorum Court approves the payroll budget (part of the overall budget), the Elected Official/Department Head can advise their employees of the forthcoming increase in salary resulting from merit recognized performance.

E. Promotional Increase Eligibility:
When an *established county employee* is hired or moved into a different or new position than the one he or she is currently in, that employee should be hired at the minimum rate for the different or new position's salary/grade range. The County will allow an *established county employee* who is hired or moved to a new or different position to be paid up to midpoint or the budgeted amount, whichever is lower, for the position's salary range if the person has additional experience, education, etc. that adds value to the position. In general, pay in excess of minimum will be supported by additional related experience that exceeds the minimum required experience as noted in the position description. When an established county employee is hired or moved to a new or different position and is paid above 90% of midpoint, the elected official must notify the HR Department, who in turn will notify the HR Committee of the promotion. All rates of pay exceeding the budgeted amount or midpoint for the position's salary range must be approved by the JESAP Committee then forwarded to the HR Committee, Finance Committee, and Quorum Court for approval (Quorum Court if an ordinance is needed).

F. Pay Increases for Re-rated/Re-classified Positions:
An employee may be eligible for an adjustment in pay if the individual's classification/job range/grade has changed as a result of a position re-rating or re-classification. Re-rated positions and subsequent changes in classifications/job ranges/grades are usually prompted by additional duties, accountabilities, education and/or experience required by the positions since their previous review and rating.

Re-rated/re-classified positions shall be reviewed and approved by the JESAP Committee and submitted to the HR Committee for approval and submission to Finance Committee for approval and submission. Final approval is by the Quorum Court. Pay increases for rerated/reclassified positions may begin immediately after approval by the Quorum Court. No position will be brought up for re-analysis and re-evaluation more than once per year.

G. Salary Decreases ***(Amended March 20, 2017 by Ordinance 2017-07)***:

1. Due to organizational re-adjustments or demotions caused by personal matters or inadequate performance, employees may be transferred to a position having a lesser salary range. This type of transfer may necessitate a decrease in salary due to lesser duties and accountabilities.

2. The County will recognize two types of demotions that may necessitate a decrease in salary. The following two paragraphs outline the related policies to address these types of demotions:

   a. An employee demoted as a result of poor performance and/or disciplinary action where the employee is transferred to a position with a lower range/grade than their current position will enter the new position with a pay rate at the minimum of the new position's salary range. If the Elected Official desires that the demoted employee be paid at a rate above the minimum, then the Elected Official may make the request to the JESAP Committee for review and approval and then forwarded to the HR Committee, Finance Committee, and Quorum Court for approval. The requested pay rate shall not exceed midpoint or budgeted amount, whichever is less. Any requests of pay in excess of the midpoint shall have supporting documentation and will be submitted to the JESAP Committee for review and approval and then forwarded to the HR Committee, Finance Committee, and Quorum Court. The employee's pay shall not exceed the range/grade level maximum for the position.

   b. An employee demoted due to organizational re-adjustments or a voluntary demotion where the employee is transferred to a position with a lower range/grade than their current position will enter the new position with a pay rate between the new position's salary range minimum and its midpoint. In the occurrence that the employee held this position previously, the employee's pay will return to his or her previous pay in that range/grade level. An Elected Official may desire to secure a pay level in excess of the midpoint based on County tenure and experience. Any request of pay in excess of the midpoint and supporting documentation will be submitted to the JESAP Committee for review and approval and then forwarded to the HR Committee, Finance Committee, and Quorum Court. The

employee's pay shall not exceed the range/grade level maximum for the position.

ADMINISTRATION OF JOB EVALUATION PROGRAM

A. Position Description:

1. The County maintains position descriptions for each classification, with the format and content establishing the job content in perceptive and intelligible terms. The job description, which is the basic instrument for evaluation, is a functional description which:
   a. Emphasizes essential & non-essential position objectives.
   b. Denotes areas of operation and accountabilities.
   c. Defines organizational and working relationships.
   d. Outlines answerability for final results.
   e. Conveys pertinent data about the position.
   f. Highlights physical and mental requirements.

2. The following benefits will be derived from position descriptions:
   a. Basis for use in making organization studies.
   b. Basis to conduct performance appraisal and counseling functions.
   c. Selection of employees and determination of training needs.
   d. Help in formulating individual development plans.
   e. Preparation of positions' goals and objectives.
   f. Establishment of job valuation and lines of progression.
   g. Means of communicating with new or prospective employees.

B. Position Functions:

1. The list of essential and non-essential functions represent an important part of each position description, and sets forth the end results to be achieved by each job. These functions set out what a job is to accomplish to have an effect on end results.

2. Essential function information is utilized as follows:

   a. Merit increases are based on performance or progress measured against the job's essential functions.

   b. Formulation of goals, objectives, standards, and expected end results for each position. If there is no agreement on what the incumbent is to accomplish, how can there be agreement on whether the employee got there?

   c. Provides a basis for performance appraisal of the employee,

whereby the supervisor can review with an employee the critical elements, the "makes or breaks" of the employee's job.

d. Provides a means for focusing attention and effort on the prime purposes of the job and County operations.

e. Furnishes the County with the most appropriate organizational structure design.

C. Description for New Positions:
Requests for the preparation of a position description for a new position should be made by the Elected Official or HR Director. The HR Director or the Salary Management Consultant, in conjunction with concerned persons, will prepare the job description and place it on the agenda for the JESAP Committee for evaluation. A newly created position shall not be filled until the position has been properly described and evaluated and has been reviewed by the JESAP Committee, HR Committee, and Finance Committee and submitted to the Quorum Court via ordinance for approval and posting.

D. Position Analysis Questionnaire:
The first step in determining the value of a position is the completion of a Position Analysis Questionnaire (PAQ). The PAQ provides a set of standard questions to identify the purpose of a position, the position's principal job duties and work responsibilities, the job knowledge and experience required to perform in the position and the skills, working conditions and physical demands of the position. The PAQ ensures consistency by rating each position on the same fifteen factor job rating approach, which includes:

Knowledge and Skill Requirements:
1) General Experience
2) Management Experience
3) Education
4) Initiative and Ingenuity
5) Mental Demand
6) Analytical Ability/Problem Solving

Responsibilities:
7) Responsibilities for Work of Others (Supervision)
8) Responsibilities for Funds, Equipment, Property, Etc.
9) Responsibilities for Accuracy
10) Accountabilities (End Results)

Contacts/Human Relations:
11) Contacts with Public
12) Contacts with Employees

Efforts:

13) Machine and Computer Operations
14) Working Conditions/Hazards
15) Physical Demands

E. When to Complete a PAQ:
One of two events indicates the appropriateness of submitting a PAQ and requesting the evaluation of a position.

1. When a position is newly created.

2. When significant change has occurred in the scope of responsibilities or accountability of an existing position, such as a rerate/reclassification.

F. Process for Submitting a PAQ:

1. The position supervisor, department head and/or elected official of the position should contact the HR Department at 501-303-5658 to request an invitation to complete the PAQ.

2. Once the PAQ job title has been created, the recipient will receive an email invitation from the HR department's DBCompensation system with a web link to complete the PAQ form.

3. Each e-mail invitation includes a specially encoded link unique to each individual respondent and job title. No other people will be able to access the electronic PAQ without this specially encoded link.

4. Once the PAQ form has been completed, the HR department will receive a notification that the PAQ is complete and will route the PAQ to the next level of supervision (if necessary) for review and edits as appropriate.

5. After the Elected Official or Department Head has approved the PAQ/ Position Description, the HR Director review for accuracy and then send a copy of the job description to the County's Compensation Consultant who will then review and rate the job based on the JESAP/DBCompensation job evaluation system.

6. The County's Compensation Consultant will present new job descriptions or significantly revised position descriptions, recommend job rating summaries with total job points and the pay ranges/grades for positions to the JESAP Committee for review, questions, edits and approval.

7. New positions and rerated/reclassified positions requiring additional

budgeted compensation dollars will be presented to the JESAP Committee for approval and forwarded to the HR Committee, Finance Committee and then to Quorum Court. Pay increases for rerated/reclassified positions may begin immediately after approval by the Quorum Court. No position will be brought up for re-analysis and re-evaluation more than once a year.

G. Position Descriptions and Titles:

1. Job descriptions are the result of the PAQ process, identifying the type of work that is performed and the skills, knowledge and abilities that are required to perform the particular job. Official job descriptions are maintained by the Human Resources department. Job descriptions should be reviewed by the Elected Officials and Department Heads annually for accuracy and changes. The County's Compensation Consultant will maintain copies as a back-up for the Human Resources Department. Positions should be referred to Human Resources if significant variances between descriptions and positions exist.

2. No position will be brought up for re-analysis and re-evaluation more than once a year and required title changes are processed through the JESAP Committee and if approved submitted to the HR Committee.

3. The JESAP Committee, on a County-wide basis, has formulated job titles in keeping with the following pattern: a) Placed at the beginning of the title is the term Manager, Supervisor, Director, Coordinator, etc., b) Consideration for internal and external benchmark descriptive requirements, c) Titles are as short as possible and d) Reflects level of accountability.

H. Salary Banding Methodology

Each County position is assigned an overall job evaluation point value and corresponding pay range/grade based on the relative value of the position compared to internal and external benchmarks. Pay ranges/grades are a means by which the County offers comparable financial compensation for jobs that are similar in value.

I. Benchmarks

To ensure internal equity and external competitiveness, Saline County used the information collected in the Position Analysis Questionnaires/Job Descriptions to benchmark positions that are established based on internal review and/or external competitive compensation market data. The County through its contracted Compensation Consultant monitors and tracks compensation trends on a local and regional basis. The benchmarking process utilizes salary survey data from other regional counties, municipalities and private/public salary surveys which contain statistically valid and reliable pay data. Comparisons are made to organizations with similar service and workforce characteristics. Market pricing is conducted every August to evaluate the County's competitive position. An annual report with

recommendations is presented to the County's Personnel Committee by the County's Compensation Consultant.

SALARY ADMINISTRATION BUDGETS AND REPORTS

A. Salary Administration Controls

In order that the day-to-day administration of salaries may be effectively performed, and at the same time, attain overall county-wide salary objectives, there is a requirement for administrative controls as outlined in this policy statement. These controls will keep the County's administrators informed on the exact status of salary administration throughout the various organization components.

B. Overall Salary Budgetary Control

The purpose of this type of budgetary control is to permit the Administrators and government bodies to determine the salary funds to be allocated for salary changes on a yearly basis. Prior to January 1 of each year, Administrators and the Quorum Court will determine the County's total personnel salary increase allocation and a breakdown of each major organization component.

C. Quarterly Salary Report

The Quarterly Salary Report will be prepared by the HR Department, and it will reflect total salary data by major organization components, relating total actual salaries paid to employees to authorized base salary for a given year.

GUIDELINES FOR SALARY RANGE MANAGEMENT

The Administrators can expect that a sound job evaluation program will provide justifiable measurement of value for each position in the County's organization. This measurement, together with an examination of what other organizations pay for positions of comparable value, permits the County to set a "price tag" or salary range for each position. The salary range is established without consideration of what any individual in a position should be earning on a basis of the individual's performance as related to the standards for the job.

A performance appraisal program is an aid to salary administration and focuses its attention on the individual, and more specifically, on the individual's performance in the achievement of the primary end results expected from the job. An appraisal program can provide general guides for determining where, within that forty percent range from minimum to maximum, an individual's salary belongs and how much of an increase the person may be entitled to according to the continued performance as compared with the standards for the person's goals and accountabilities.

The installation of sound job evaluation and performance appraisal programs can turn out to be futile gestures unless they are properly coordinated, integrated and administered, especially the administration of base salaries, as they are affected by performance.

A. The Structure of a Salary Range

1. Though job evaluation is conducted without direct regard to any individual's performance, the evaluation must be based on an absolute criterion of "acceptable" performance. (Acceptable - "capable or worthy of being accepted; satisfactory, sufficient" by meeting the prevailing standards of performance.) The job is evaluated according to an acceptable criterion of performance and the appraisal of any incumbent's performance, whether that incumbent be an inexperienced newcomer or a seasoned veteran, must relate to that same absolute criterion.

2. This criterion establishes the midpoint of the salary range within which salaries may be positioned according to the performance of the position incumbents. The normal minimum salary for the range is 80% of the midpoint; and the normal range for the maximum is 120% of the midpoint.

3. The vast majority of employees can usually be accommodated within three middle zones. Though the boundary lines between zones are somewhat fuzzy, there should be little difficulty in classifying individual performance for salary administration.

B. Anatomy of a Salary Range for County Personnel

Maximum

CONSISTENTLY EXCEEDING JOB REQUIREMENTS. This zone is normally reserved for those individuals whose outstanding performance is clearly obvious.

AT TIMES EXCEEDING JOB REQUIREMENTS. Zone for seasoned employees whose performance is noticeably better than "meeting job requirements".

MEETING JOB REQUIREMENTS. Zone for seasoned employees whose performance is "capable or worthy of being accepted; satisfactory,

Midpoint

Sufficient" and where the person is meeting the standards of performance. Midpoint is considered the current market rate.

PROCESSING TO MINIMUM REQUIREMENTS. Zone for employees whose performance is close to "meeting job requirements" but the need for further development is recognizable as to the quantitative and qualitative standards.

NEEDS IMPROVEMENT. A provisional zone for inexperienced newcomers and others whose performance is clearly below the "meeting job requirements" level. Employees

should either move up in the range or out of the position in a relatively short time.

Minimum (Starting rate for new employees)

C. Salary Positioning

1. Both the incumbent in a job and the person who will appraise the individual's performance must have a clear and common understanding of what constitutes "meeting job requirements" performance.

2. The problems of salary positioning do not begin and end with "performance." Even those who feel that it is the most important factor recognize that there are other "facts of life" which are always present and which must always affect the outcome. The elected official or department head is obliged, by both reason and reality, to weigh all of the following considerations when locating each incumbent's salary within a range:

   a. First and foremost, performance in the recent past as related to the standards for the job;
   b. Second, present salary and past salary treatment;
   c. Third, years of service in a position or equivalent seasoning. (Under normal conditions, seniority relates to performance.)
   d. Fourth, expectation of future potential must also receive consideration as such relates to the performance of the individual.

D. Salary Adjustments - "Merit Increases":

1. Management can install practical controls or guides which will indicate the acceleration rate as a function of the performance rating and the years in a job. Normally, the rate is faster in the earlier years, when service and seasoning tend to be synonymous, than in the later years when service becomes more redundant.

2. It is possible to anticipate and plot, within a close approximation, the salary growth of any job incumbent as a function of the years the person remains in the job and the person's performance ratings during those years.

3. Though each individual management group, rightfully, has its own philosophy as to what the acceleration rates should be, various control charts and tables can be developed to match that philosophy. These serve as an administrative guide to awarding increases to each employee.

4. Money is a primary motivating force, but only when it is closely tied to performance. The best return in employee performance that management can expect from its investment in salary dollars will only be achieved when it has a competitive salary structure and an understandable and workable performance appraisal program, both of which must be based on a sound job evaluation program.